Research and Planning

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Manitoba
Attorney General

Research, Planning & Evaluation

MANITOBA
ATTORNEY GENERAL

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RESEARCH, PLANNING AND EVALUATION BRANCH

INTRODUCTION:

Reporting to the Deputy Attorney General, the role of the Research, Planning and Evaluation Branch is to facilitate and coordinate the Department's research, planning and evaluation requirements. The activities of the Branch can be classified into four major categories:

Research -
The systematic collection of information for purposes of exploration, description and explanation.

Planning -
Assisting in the process of identifying the Department's objectives and the means of achieving these objectives.

Evaluation -
The systematic and objective review and assessment of programs and policies.

Information Dissemination -
The review and dissemination of relevant background and statistical information on the justice system and justice related issues.

HOW THE BRANCH OPERATES:

Requests for projects come from two major sources. The first source is the Attorney General and the Deputy Attorney General, and the second source is the research priorization procedure that occurs twice a year.

The Attorney General and the Deputy General request, on an as-needed basis, research and evaluation studies, Cabinet and Treasury Board Submissions, Briefing Notes and statistics on a wide variety of subjects.

The research priorization procedure operates to ensure that each Division of the Department has the opportunity to put their requests for projects forward. This procedure entails having requests for projects from each Division vetted and approved by the Research Priorization Committee of which each of the Assistant Deputy Ministers is a member. Projects that are routed through the priorization process are generally those with fairly extensive resource implications (staff time or financial implications).

The Branch is structured so that a researcher is assigned to serve as a resource person to each of the major Divisions. The reseacher assigned to each Division is responsible for the facilitation and coordination of the research, planning and evaluation projects within the Division. The activities of the researcher are determined by the Assistant Deputy Minister of the Division , and on a larger scale, by Departmental priorities. As a facilitator and coordinator, the researcher will carry out the following activities:

- Assisting managers to determine when a research project would be of benefit in addressing a specific problem;

- In consultation with managers, design research projects and develop terms of reference;

- Assisting with the implementation of new programs and management information systems;

- Conducting research projects and program evaluations;

- Hiring and supervising external research consultants;

- Assisting with departmental planning processes (i.e. developing new initiatives and cabinet documents);

- Making managers aware of potential sources of federal funding and preparing the necessary submissions.

Members of the Research, Planning and Evaluation Branch also play an advisory role in Federal/Provincial Research Committees. Most federally funded programs have an evaluation component and an Advisory Committee, consisting of federal and provincial representatives, is established to guide the researchers.

Increasingly there have been demands for the Branch to play a role in negotiations with the Federal Governemt for cost shared projects and programs. This sometimes involves the preparation of a proposals and funding requests.

SOCIAL RESEARCH

DEFINITION:

Social Research attempts to collect information in a systematic manner which allows for the exploration, description and explanation of the attitudes and orientations of people, situations and events.

APPROACH:

The most commonly used methods or approaches include:

Survey Research -

The basic feature of survey research is the systematic collection of data from a sample of respondents by means of questionnaires or interviews.

Pretest Posttest -

The purpose of a pretest posttest study is to measure the impact of an event such as a new policy or procedure. This approach involves taking a measure prior to (pretest) and after (posttest) the introduction of the event and comparing the two measures. The difference between the measures, if all other variables are constant, represents the impact of the introduction of the event under study.

Analysis of Existing Statistics -

At times it is possible to have access to existing statistics and data sets that will provide answers to research questions. Although intended for other purposes, the information collected may be useful in providing answers to reseach questions and addressing problems.

Review of the Literature (Library Research):

A review of literature is an effective means of examining the past development of an issue or particular subject, critically examining the strengths and weaknesses of what has happened in the past, and identifying areas for future direction.

RESEARCH ISSUES:

Purpose -

What is the purpose of the research? What questions are to be answered through the research study?

Nature of Information-

What information is required to answer the research questions? What is to be measured?

Method -

What is the most effective and efficient means of gathering the information? Who is the target population?

Comprehensiveness and Reliability -

How well does the information gathered answer the research questions? How comprehensive and accurate is the data?

The Research Report -

What is the most effective and useful means of presenting the results?

RESEARCH PROJECTS IN PROCESS

86-07 **Divorce Act, 1985:** A study to measure the impact of Divorce Act, 1985 on Court Services is underway. This study will be conducted in Winnipeg, Brandon and Thompson. A pretest posttest research design is being used, entailing a comparison of files opened the year prior to and the year following proclamation.

87-03 **Provincial Court Process:** A descriptive review of the Provincial Court process will be made by reviewing court dockets and informations. Emphasis will be placed on examining young offenders in northern Manitoba. Statistical data will be supplemented with case history information that will be gathered by interviewing youths being held in MYC.

86-17 **Roadside Survey of Drivers' Alcohol Use:** A province-wide study involving the use of questionnaires and breathalizer to measure drivers' alcohol use. The purpose of this study is to measure the incidence of and attitudes toward drinking and driving.

PLANNING

DEFINITION:

Planning is the process of identifying an organization's objectives and the means of achieving these objectives. It provides the framework to guide departmental activities.

APPROACH:

The planning process consists of four sequential components:

Strategic Planning -
The Department's long-term plan that specifies major objectives and priorities.

Mid-Term Planning -
The assessment of program options and the establishment of priorities with an emphasis on aligning Branch policies and programs with the strategic plan.

Resource Allocation -
Identifying and acquiring the necessary resources to implement programs and policies.

Operational Planning -
The establishment of a short-term, results-oriented plan which details how the desired result can most effectively and efficiently be achieved.

PLANNING ISSUES:

Direction -	What legal, political, social and economic forces are influencing the Department's long-term plan?
	What are the needs and demands of relevant user groups and interest groups?
Priorization -	What program and policy options are consistent with the Department's long-term plan, and how are these priorized?
Resource Allocation -	What are the financial implications of the program and policy options?
Goal Achievement -	How can the Department's objectives be translated into viable work plans?
Communication -	How can the Department's objectives and priorities best be communicated to management and to the public?
	How well is the Department's strategic plan understood by all levels of management?
Adaptability & Flexibility-	What are the intended impacts? How easily can the program or policy be adapted to take into account unanticipated events?

PLANNING PROJECTS IN PROCESS

87-06 **Chief Medical Examiner's Office:** A needs assessment of the Medical Examiner's Office is being conducted .

86-05 **Crime Prevention Initiative:** The preparation of a legislative package including Caucus paper, draft legislation, communication strategy, program options, and implementation is currently underway

Departmental Planning Guide: The Branch is preparing a Planning Guide for use by senior managers. This guide, which will flow from the Management Practices Guide, will outline a step by step process for Managers to participate in the strategic, mid-term and operational planning process of the Department.

86-08 **Access Assistance Program:** A proposal will be submitted to the Federal Government requesting funding for a pilot project on assisting those divorced and separated parents who are experiencing access problems. A study was carried out to determine the potential demand for this type of service.

87-02 **Key Indicator Report:** Annual report which contains statistical information on key aspects of the Department's programs.

87-05 **Report on Future of Justice in Manitoba:** Descriptive report on issues related to justice in Manitoba.

86-20 **Submissions & Report Manual:** Preparation of a manual on how to prepare Cabinet and Caucus papers, Social Resource Committee submissions, Treasury Board Submissions and Civil Service submissions.

Strategic Program Overview, 1988: This report which ultimately goes to Cabinet, contains the Department's strategic plans for the coming year, including all new initiatives and reductions, as well as global projections of the financial needs of each Division.

PROGRAM EVALUATION

DEFINITION:

A Program Evaluation is one means of obtaining information that supports decisions to:

- improve a program's practices or procedures
- add or drop specific program strategies and techniques
- institute similar programs elsewhere
- allocate resources among competing programs
- accept or reject a program approach or theory
- continue or discontinue a program

APPROACH:

There are a variety of approaches to evaluation research, however, the selection of an approach must be guided by the manner in which the results are to be utilized. There are two basic types of evaluation research:

Outcome Evaluation -
The most common role of evaluation is to demonstrate the effectiveness of a program. This is known as *Outcome Evaluation.* An outcome evaluation is designed to appraise a program after it is established.

Implementation Evaluation -
The second role of program evaluation is to provide information designed to improve or refine a program's operations. This is called an *Implementation Evaluation* or a *Feed-Back Evaluation.*

EVALUATION ISSUES:

Regardless of the type of evaluation that is undertaken, there are some basic issues that must be considered. The extent to which the evaluation focuses on each of these issues is dependent on the nature of the information desired.

Program Rationale - (Does the program make sense?)	To what extent are the objectives and mandate of the program still relevant?
	Are the activities and outputs of the program consistent with its mandate and plausibly linked to the attainment of the objectives and the intended impacts and effects?
Impacts and Effects - (What has happened as a result of the program?)	What impacts and effects, both intended and unintended, resulted from carrying out the program?
	In what manner and to what extent does the program complement, duplicate, overlap or work at cross-purposes with other programs?
Objectives Achievement - (Has the program achieved what was expected?)	In what manner and to what extent were appropriate program objectives achieved as a result of the program?
Alternatives - (Are there better ways of achieving the results?)	Are there more cost-effective ways of delivering the existing program?
	Are there more cost-effective alternative programs which might achieve the objectives and intended impacts and effects?

EVALUATION PROJECTS IN PROCESS

86-02 **Child Abuse Witness Program:** An evaluation is being conducted of the Child Abuse Unit of the Winnipeg Police Department. This program provides inter-familial child Abuse victims with the support and assistance of a social worker to prepare them for their involvement in criminal court proceedings.

86-43 **Court Communicator Program:** A program review is being carried out to provide a descriptive account of the extent to which court communicator services are available and to identify areas for program improvement.

86-04 **Court/Clerk Monitors:** An implementation evaluation of the Court/Clerk Monitor Program is being conducted to provide program management with feedback on the program procedures. This information is intended to assist with the development of procedures that will most effectively and efficiently achieve program objectives.

86-06 **Crown Attorneys:** A study is being conducted to assist in the development of policies and procedures that will result in improved effectiveness and efficiency of Crown Attorneys in Manitoba.

87-01 **Law Enforcement Review Agency:** A program review examining both legal and administrative issues is currently being organized.

86-14 **Legal Services:** A client survey is being carried out in order to determine the quality and efficiency of services provided by the Legal Services Branch.

86-46 **Public Trustee's Office:** A program evaluation of the Public Trustee's Office is being carried out, with particular attention to resource requirements.

86-22 **Victim-Offender Mediation Service:** An evaluation has been conducted of the Mennonite Central Committee Victim-Offender Mediaton Service. This has involved a case file review, interviews with participants and non-participants and key actors such as judges, lawyers and crown attorneys.

ON-GOING CONSULTATIONS

86-03 **Community Based Policing:** A Committee comprised of representatives of the Department of the Attorney General, The Winnipeg Police Department and the Ministry of the Solicitor General has been examining the merit of introducing Community Based Policing in Winnipeg. Dr. Rick Linden, Dept. of Sociology, University of Manitoba has been contracted with to conduct a feasibility study.

86-11 **Family Conciliation Services:** An evaluation of Family Conciliation Services is being carried out by Sloan and Greenaway Consultants for the Department of Justice. Linda Perry represents Research & Planning on the Advisory Committee for this evaluation.

Mental Health Bill - Criminal Code Amendments: Provincial/Federal Committee established to examine the administration and financial implications of amendments to the Criminal Code regarding mental health. Candice Minch has been designated as the provincial representative on the Federal/Provincial Committee.

86-18 **Sexual Assault Legislation:** An advisory committee has been established to assist with the evaluation of Bill C-127 (sexual assault legislation). Research and Planning is represented on this committee by Melanie Lautt.

Manitoba Justice Co-ordinatingCommittee: The Branch acts as a member and secretariat to a monthly meeting of senior officials of the Departments of the Attorney General and Community Services. The purpose of this Committee is to co-ordinate government programs in the justice area.

Federal/Provincial Steering Committee on the Administration of Justice in Manitoba: The Branch acts as a member and secretariat to a federal/provincial steering committee of senior officials dealing with justice priorities, programs and projects in Manitoba.

The Videotaping of Child Sexual Assault Victims: The Department of Justice is conducting an evaluation of the Videotaping of Child Sexual Assault Victims Program. A representative of the Research, Planning and Evaluation Branch will be a member of the Advisory Committee.

WHO WE ARE:

Lyle Thompson, Director
Lyle has a Master's Degree in Social Work and has several years experience in administrative and consulting roles in both the private and public sectors. After several years in senior administrative positions in the social services sector, he established and was President of a Management Consulting firm which specialized in feasibility studies and strategic planning for small businesses. Prior to joining the Branch, he worked in the Deputy's Office coordinating the Department's planning effort.

Linda Perry,
Linda has a Master's Degree in Sociology. Prior to joining the Research, Planning and Evaluation Branch, she was the Vice-President of the Program Evaluation and Public Policy Branch for a national marketing and survey research company. Linda has extensive experience in conducting qualitative and quantitive research and has spearheaded numerous studies in the areas of public policy, public affairs and program evaluation at the national, regional and local levels.

Candice Minch,
Candice has a Master's Degree in Sociology specializing in criminology and the sociology of women. She has considerable experience in social science research, program planning and policy formulation at both the university and government levels. Her experience in the area of social research includes all aspects of survey coordination, design, implementation, data analysis and preparation of final reports. Candice has several publications to her credit including the co-authorship of a (soon to be published) book on sexual assault.

Thérèse Lajeunesse,
Thérèse has a Master's Degree in Criminology from the University of Ottawa. She has a varied work background including two years with the Attorney General's Department in British Columbia and four years with the Department of Justice. As a Program Manager for the Department of Justice she was responsible for the management of the Criminal Law Reform Fund and for the development of victims' programs in Canada. Thérèse brings to the Branch extensive policy and programming experience as well as a good understanding of the operation of the federal government.

Barbara Hendrickson,
Barbara has a Master's Degree in Sociology and a Bachelor of Law Degree. She has experience as a corporate solicitor, a family law practitioner, as well as a researcher and evaluator. Barbara has been actively involved in the development of Legal Guidance Clinics in shelters for battered wives in both Winnipeg and Calgary and is currently teaching a course at the University of Manitoba on Criminal Law and Procedures.

Ron Johnstone,
Ron has a degree in Business Administration. He has private sector experience followed by 20 years experience in the provincial civil service, including 8 years as Deputy Minister of Health and Social Services and Deputy Minister of Community Services. Prior to joining the Research, Planning and Evaluation Branch he was involved in major studies for the Department of Health and the Civil Service Commission, including a major organizational and personnel review of the Attorney General's Department. He also participated in the implementation of pay equity.

Stephen Brickey, Research Consultant
Steve has a Doctorate in Sociology and he is an Associate Professor with the Department of Sociology, University of Manitoba. While on leave from the University, Steve established the Research, Planning and Evaluation Branch for the Department of the Attorney General, and he now acts as a consultant for the Branch. He is very active in the justice community and has sat on the Board for numerous community based justice organizations. His most recent work includes the co-editorship of The Social Basis of Law: Critical Readings in the Sociology of Law.

Pam Pescitelli, Research Assistant
Pam has a Diploma in Secretarial Science from Red River Community College which included courses in the areas of law, statistics, sociology and accounting. Pam has worked for the Department of the Attorney General for 13 years.

External Consultants:
The Branch also employs the services of research consultants and private firms on a project basis. Todate these have included:

Melanie Lautt, M. A.

Proactive Information Services - Mr. Larry Bremner, President

Eve Finnbogason, M.A., LL. B.

University of Manitoba Research Ltd - Mr. Greg Mason, President

Rick Linden, Department of Sociology, University of Manitoba

Synergistic Management Ltd. - Mr. Paul McDonald, President

MAJOR REPORTS:

- Policing Services on Reserves in Manitoba: A Review (Perry, 1985)
- The Expansion of the Family Division of The Court of Queen's Bench: Feasibility Study (Perry, 1986)
- Justice in Manitoba: Key Indicator Report, 1986 (Minch, 1986)
- Legal Assistance for Social Allowance Recipients to Pursue Maintenance Orders (Perry, 1985)
- An Assessment of the Role of the Manitoba Police Commission (Linden, 1986)
- The Devolution of Document Service From the Sherrif's Office (Ralph, 1985)
- The "Production" of a Fine Defaulter (Lautt, 1985)
- C. 19 Impact Study (Minch, 1985)
- Language Bank of Winnipeg Report (Ralph. 1985)
- An Evaluation of the University Law Center (Lewis, 1985)
- Videotaping Interviews with Child Victims of Sexual Assault (Lautt, 1985)
- Winnipeg Youth Courts and the Young Offender's Act (Latimer, 1986)
- Resolution of Problems Regarding Parental Access to Children in Manitoba (Minch, 1986)
- Evaluation of the Manitoba Provincial Court Trial Coordination Program (Finnbogason, 1986)
- The Use of Court Ordered Offender Restitution in Winnipeg (Ralph, 1985)
- The Administration of Justice in Northern and Isolated Communities (Lajeunesse, 1986)
- Proposal for a Pilot Project on the Use of Victim Impact Statements (Brickey, 1985)
- Police Handling of Sexual Assault Victims (Lautt, 1985)